Indian Railway Budget Speech 2016-17

Speech of Shri Suresh Prabhakar Prabhu introducing the Railway Budget for 2016-17 on 25th of February, 2016

Madam Speaker,

1. I rise to present before this August House the Statement of Estimated Receipts and Expenditure for 2016-17 for Indian Railways.
2. Let me begin with a couple of personal experiences. As the Railway Minister of India, I visit a number of places and meet a large number of people from all walks of life. On one visit to Mumbai Central station, I was pleasantly surprised to find a group of women engaged in cleaning. The station looked very clean. On seeing me, a lady came and thanked me for allowing her NGO to adopt the station. For the last five months she had been volunteering a day every month at the station. She said that she felt very happy to be contributing her little bit to this national cause.
3. In another incident, Alok Tiwari, an inspector in the Railway Protection Force, recently deputed to the social media cell of the Railway Board, shared his sentiments. He is responsible for taking action on passengers' requests for help on social media. He said that for the first time in his professional career, he has realised how his little actions were making a huge difference in passengers' lives. He felt enthused and proud to be part of Indian Railways.
4. Madam Speaker, it is people like these who are the soul of India and Indian Railways, and that is why this is not my Budget alone. This is a Budget which reflects the aspirations of each and every

member of the Railway family; a Budget that reflects the aspirations of the common citizens of India who have not only been writing to me, interacting with me on social media but also meeting me in large numbers to share their thoughts. This is a Budget that has been fashioned by a creative partnership: with ideas from my colleagues in Parliament, industry associations, commuter associations, media and practically all sections of the society. I would like to thank each one of you. But above all, this Budget owes its inspiration to the vision and leadership of our Prime Minister Shri Narendra Modi Ji. He had once said, ***"My vision is to make railways the backbone of India's progress and economic development."*** We are making all out efforts to translate his vision into reality. Our core objective is to improve the quality of customer experience at the individual level, become an engine of employment generation and economic growth at the national level and convert India's largest institution into a template for transformation.

"यात्री की गरिमा, रेल की गतिराष्ट्र की प्रगति-"।

This budget will document a journey of transformation, the journey of our nation, by touching millions of human lives daily.

Overcoming the challenges – our strategy

5. These are challenging times, may be one of the toughest. We are faced with two headwinds, entirely beyond our control; tepid growth of our economy's core sectors due to international slowdown and the looming impact of the 7th Pay Commission and increased productivity bonus payouts. Further, historically declining modal share of Indian Railways, which dropped from

62% in 1980 to 36% in 2012, is continuing to exert pressure on the institution. At this moment, I am reminded of our former Prime Minister, Shri Atal Bihari Vajpayee's few lines:

विपदाएँ आती हैं आएँ, हम न रूकेंगे, हम न रूकेंगे।

आघातों की क्या चिंता है ? हम न झुकेंगे, हम न झुकेंगे।

6. IR as an organization has stood the test of time due to the sheer grit and commitment of its employees. However, these challenging times require overhaul of our work culture and ethos cemented over years. Last year, I had unveiled a medium term vision for the Railways which set us on this transformational journey for which we now we need to Reorganise, Restructure and Rejuvenate this institution. We need to bring in a new approach, a new way of working - "चलो, मिलकर कुछ नया करें".

7. The three pillars of the strategy that I am laying out today reflect this new thought process.

   A) ***Nav Arjan*** – *New revenues*: IR typically has focused on increasing revenues through tariff hikes. We want to change that and challenge our conventional thinking on freight policies to win back our share in the transportation sector. We will exploit new sources of revenue so that every asset, tangible or non-tangible, gets optimally monetized.

   B) ***Nav Manak*** – *New norms.* Each rupee that gets expensed will be re-examined to ensure optimal productivity. We will take a 'zero-based budgeting' approach to the financials of the ensuing year. We will improve our efficiency yardsticks and procurement practices to bring them in line with international best practices. We will continue to innovate and optimise our outgo on each activity.

C) ***Nav Sanrachna*** – *New Structures*: We need to *Re-imagine* the conventional ways of solving issues. *Co-operation, Collaboration, Creativity and Communication* should be the hallmark of our decision-making and actions. We will revisit all processes, rules, and structures to enable this transformation of IR. We will draw upon our inherent strengths, diverse talents and rich experience to emerge stronger.

नव उमंग
नव तरंग
जीवन का नव प्रसंग

✦

नवल चाह
नवल राह
जीवन का नव प्रवाह

- श्री हरिवंश राय बच्चन

Financial Performance

8. For the year 2016-17, we expect an Operating Ratio of 92%, after including the immediate impact of the 7th Pay Commission, as against 90% likely to be achieved in the current year. It is pertinent to note that the Ordinary Working Expenses grew by 32.5% in 2008-09 due to the impact of the 6th Pay Commission while we are targeting to restrict the growth of Ordinary Working Expenses by 11.6% for 2016-17. This has been largely possible due to extensive cost optimization and revenue enhancement through innovative means planned next year. We have already made humble beginnings in this direction, as a result of which a saving of Rs. 8,720 crore from the budget estimates would be effected this year, neutralizing most of the revenue shortfall. We significantly reduced the cost of power procured for traction by signing long

term agreements, brought down inventory carrying costs and launched austerity drives. In the next year, we are increasing the rigour on cost optimisation multi-fold. For the first time in IR absolute reductions, as compared to the previous year, have been planned in categories like diesel and electricity through concrete and rigorous planning. Further, with an optimistic outlook for the economy and various measures outlined later, we hope to generate revenues of the order of Rs. 1,84,820 crore next year, 10.1 % higher than the revised target for the current year. The statement of financial performance for 2015-16 and budget estimates for receipts and expenditure for 2016-17 is at Annex I.

Investments and Resources

Investment

9. We have ramped up capital expenditure to remove the huge backlog of the past as well as to provide for the current and future needs of the organisation. We have overhauled age old process bottlenecks and delegated powers effectively to the functional levels. As a result, the rate of capital expenditure has increased substantially in the later quarters of the year and should now grow exponentially. We will continue to employ this 'new approach' to our capital expenditure. We have managed to break away from the average capital expenditure of Rs. 48,100 crore over the period 2009-14, and an average growth of only 8% per annum, to achieve a quantum jump. This year, our investment would be close to double of the average of previous years – a feat never achieved earlier. For the year 2016-17, the capital plan has been pegged at Rs. 1.21 lakh crore.

10. This magnitude of investment calls for abandoning the business-as-usual approach and continually innovating to find new ways of sourcing funds and executing projects. Be it by forming joint ventures with states, developing new frameworks for PPP,

scouting international markets for Rupee bonds or engaging with multilateral and bilateral agencies, IR will be at the forefront of infrastructure growth in the country. We have for the first time incorporated a statement in the '*Pink Book*' of sanctioned works a list of partnership projects being undertaken with State Government and other agencies. Every rupee of investment in Railways has the capacity to increase economy-wide output by Rs. 5. The impact that this increased investment in Railways will have on the economic growth of the country is unprecedented. It would also lead to realizing the vision of a modern and efficient railway system.

Vision

11. We, in the Railways, must provide to the citizens of this country a rail system that they can be proud of – a system free from capacity constraints, a system that is efficient and predictable, a system that is sparkling and pristine, where the people of my country feel at ease, where there is plenty of choice in every sphere of activity, and the ease of doing business pervades the entire railway ecosystem. In short, a system that is capable of taking care of its own needs financially and otherwise.

12. By 2020, we look forward to meeting the long-felt desires of the common man:

    - Reserved accommodation on trains being available on demand.
    - Time tabled freight trains with credible service commitments.
    - High end technology to significantly improve safety record.
    - Elimination of all unmanned level crossings.
    - Punctuality increased to almost 95%.

- Increased average speed of freight trains to 50 kmph and Mail/Express trains to 80 kmph.
- Semi high speed trains running along the golden quadrilateral.
- Zero direct discharge of human waste.

13. I am thankful to the various committees, including the committee chaired by Dr. Debroy, whose recommendations have informed our vision. Many of the recommendations, being already a part of my last year's budget speech, have seen expedited implementation, while there is steady progress on several others.

ACHIEVEMENTS

The year that was

14. Our Prime Minister demands the conversion of vision into specific reality with speed, efficiency and total transparency. As I stand to deliver my second Budget, I am conscious that this is not only a moment for the evolution of new ideas but also an examination of last year's momentum. Accountability is an ongoing principle of public life.

15. I am happy to announce that action has been initiated on 139 budget announcements made last year. For the first time, an implementation report is included as Annex 2 to this Speech. Madam Speaker, let me take a few minutes to dwell on the progress of some of the key initiatives taken during this year.

Project execution

16. With great pleasure I wish to inform the House that bankable railway projects are now assured of funding and should be completed within the next 3-4 years. We have introduced a new way of funding our projects through institutional financing. LIC has agreed to invest Rs. 1.5 lakh crore over five years on extremely

favourable terms. We are also looking forward to setting up a Fund with multilateral assistance for financing railway projects.

17. During the current financial year, we have been able to set new benchmarks in project execution. We will be surpassing the ambitious target of commissioning 2,500 km Broad Gauge lines. This will be almost 30% higher than last year. In the next year, we plan to commission 2,800 kms of track.

18. This year we changed the metric from completion to commissioning. 'Completion' can be a misleading term, a paper reality. Nothing has started functioning until it has been commissioned. It is with pride that I inform this august House that we are poised to commission Broad Gauge lines at the rate of over 7 km per day against an average of about 4.3 Km per day in the last 6 years. This pace will increase to about 13 kms per day in 2017-18 and 19 kms per day in 2018-19 and will generate employment of about 9 crore man days in 2017-18 and 14 crore man days in 2018-19.

Electrification

19. It has been established that electrical traction is more economical besides being environment friendly. In a business-as-usual approach, it may take us 10 to 15 years to complete the required electrification which we are targeting to complete in the next few years. We will accelerate the process and increase the pace multifold through innovative approaches of financing and project management including partnering with Ministry of Power. We will formulate a framework where the net savings from electrification will be able to finance the capital expenditure to minimise the strain on government exchequer. This year we intend commissioning 1,600 kms, which is the highest ever. In the next financial year, we have increased the outlay for railway electrification by almost 50% and propose to electrify 2,000 kms.

Dedicated Freight Corridor

20. The Dedicated Freight Corridor project, the largest infrastructure project in the country, is gaining momentum. I am happy to inform the House, that before this financial year closes, almost all the contracts for civil engineering works would have been awarded. Since I assumed office, contracts worth Rs. 24,000 crore have been awarded against Rs 13,000 crore worth of contracts in the last 6 years.

21. Given the emphasis on rapid expansion of freight business, it is essential to build more dedicated freight corridors for increased traffic with consequent benefits for the economy and environment. It is proposed to take up the following freight corridors: North-South connecting Delhi to Chennai, East-West connecting Kharagpur to Mumbai & East Coast connecting Kharagpur to Vijayawada. It is proposed to put these three projects on high priority to ensure structuring, award and implementation in a time-bound manner through innovative financing mechanisms including PPP.

Port Connectivity

22. Port connectivity is an important element to ensure seamless logistics to boost country's imports and exports. Last year, we had launched a coastal connectivity program. I am happy to inform that the Tuna Port was commissioned this year and rail connectivity projects to ports of Jaigarh, Dighi, Rewas and Paradip are under implementation. For the year 2016-17, we propose to undertake implementation of rail connectivity for the ports of Nargol and Hazira under PPP. Considering the urgent need to provide connectivity to our ports on the 7,517 km coastline, we will positively consider to undertake any offer of partnership.

North East

23. Better connectivity to the North Eastern States is of utmost priority for our government. We have opened the long-awaited Broad Gauge Lumding-Silchar section in Assam, thus connecting Barak Valley with rest of the country. We also brought Agartala, the capital of Tripura on to the Broad Gauge network. The States of Mizoram and Manipur are also set to come on the Broad Gauge map of the country soon with commissioning of the Kathakal-Bhairabi and Arunachal-Jiribam Gauge Conversion projects.

Jammu and Kashmir

24. In J&K, despite difficult terrain and uncertain geology, work on Katra-Banihal section of Udhampur-Srinagar-Baramulla Rail Link Project is progressing satisfactorily and 35 Kilometers of tunneling, out of total of 95 Kilometers has been completed successfully. The decongestion work on the Jalandhar- Jammu line, an important link to the valley, is going on in full swing. Doubling of two bridges will be commissioned by March 2016, while the other two bridges will be completed by 2016-17.

Make in India

25. In keeping with our Prime Minister's emphasis on Make in India, IR was able to finalise the bids for setting up two loco factories with an order book of about Rs. 40,000 crore. These factories will create an ecosystem of many flourishing small and medium ancillary units which will get connected to the global supply chain. They will boost employment potential of the entire Eastern region. We ran a bidding process that was absolutely transparent and the rates received were extremely competitive.

26. We have since initiated a similar bid process for manufacture, supply and maintenance of train sets to be used for Rajdhani and Shatabdi services. It is proposed to increase the current procurement by 30%.

Capacity Building for the future

27. In the last one year we have taken several measures to build the capacity of the organization to ensure readiness for the accelerated growth envisioned for IR. The outcome of this exercise has resulted in increased absorption of capital expenditure and reduced project sanction cycle.

Transparency

28. Transparency is an important tenet of our Government. IR's mission is to ensure 100% transparency in all its operations. We have initiated the process of conducting recruitments online in 2015-16 and the process is now being replicated for all positions. Social media is also being used as a tool to bring in transparency in our day to day working. All procurement including procurement of works has moved to the e-platform. We intend to usher into a new era by switching over to paperless contract management system where not only the bids are invited online, but the entire process leading to award of a tender is also done electronically. We have completed the trial run for the above and intend to roll it out on a Pan-India basis in next financial year.

Governance

29. With a view to ensuring empowerment at functional level, I had delegated to the Zonal Railways all tender and estimate related powers. However, my task is not yet complete and this process will go on. As a result of the above decision, we were able to ensure that the projects get sanctioned within a period of 6-8 months, a process, which earlier, used to take more than 2 years.

With more delegation comes greater accountability and to establish this new culture, key result areas (KRAs) have been defined for General Managers and Divisional Railway Managers. These areas clearly articulate the metrics on which the officials would be evaluated, ensuring objectivity in assessment of performance and mid-term course corrections.

30. We have signed MoUs with some Zonal Railways, where quantifiable targets on performance parameters were clearly laid out. This ensured resounding commitment from these Railways in meeting their targets. We shall do it for all zones next year.

Internal audit

31. We have also revamped our internal audit systems with a view to bringing in efficiency in our working practices. Specialized teams have been mandated to screen Railway operations in specific areas, to detect inefficiencies and prevent wastages. All Zonal Railways have been asked to prepare two such reports in the current year. Specialized training courses on IT-based internal audit mechanism have also been initiated to give professional teeth to the internal audit teams.

Partnerships

32. The Cabinet, in a historic decision, has allowed for the creation of Joint Ventures with State Governments for undertaking rail based projects. This decision will open up new vistas for sharing the ownership of Railways, enhance management bandwidth for project execution, strengthen the spirit of cooperative federalism and enable States to jointly decide their priorities for development of backward regions. We have received in principle approvals from 17 states, out of which 6 MOUs have already been signed. This year we have indicated 44 new partnership works covering about 5,300 kms and valuing about Rs. 92,714 crore in the Budget documents.

33. We have also forged partnerships with Ministry of Coal, SAIL and NTPC to expedite the pace of project execution through innovative financing.

Customer Interface

34. The common people have always been the focus of all our initiatives. It has been an unprecedented year for customer oriented works.

Interaction and Feedback

35. IR's responsiveness to customer needs reached new heights when we turned social media into a feedback and complaint redressal mechanism. In addition, we set up a dedicated IVRS system to seek direct feedback from passengers. More than 1 lakh telephone calls are made every day to seek inputs from passengers. With all these measures, we were able to give 'Voice' to the customer that was not only heard but also acted upon. These channels were used not only to seek feedback but to provide medical care, safety of passengers especially women and other aspects of human care and also helped us to monitor the cleanliness of stations and trains. Today, there is no barrier between the common passenger and the Railways.

Making travel comfortable

36. We have taken a series of measures to significantly improve the quality of train services. In this effort, we have received assistance through funds from MPLAD and CSR. I am happy to inform that 124 MPs have given their commitment to contribute for passenger amenities. I thank everyone for their help and hope to have the benefit of their assistance in the next year also. We have:

- Generated over 65,000 additional berths by augmenting 884 coaches on patronized routes on permanent basis

- Installed 2,500 water vending machines at stations, provided mobile charging points in general class coaches, placed dustbins in all new non-AC coaches, enabled online booking of retiring rooms.
- Set up mechanized laundries to provide clean and hygienic bed rolls. Disposable bed rolls are now available at select stations to all classes of passengers.
- Introduced a new train between Varanasi and Delhi, '*Mahamana* Express' with modern refurbished coaches.

Cleanliness

37. In pursuance of our mission *Swachh Rail Swachh Bharat*, I am happy to inform the House that:
    - 17,000 bio-toilets in trains and additional toilets at 475 stations will be provided before the close of this financial year.
    - World's first Bio-Vacuum toilet was developed by IR and is being used in Dibrugarh Rajdhani Express.
    - 74 more trains have been added under On-board Housekeeping Service and another 400 are to be covered soon, leading to a total number of almost 1000 trains under the scheme.

Improving punctuality

38. The punctuality performance of passenger trains has been a matter of concern for several decades. We have a porous network which leads to rampant infiltration by humans and animals. Problems are compounded by congestion in tracks, terminal capacity constraints and asset failures. The worst affected is the busy Ghaziabad to Mughalsarai section through Allahabad and Kanpur which spreads across three Zonal Railways thereby impacting the overall punctuality of the entire network. We initiated the audit of operations on this section to improve our

performance. Some improvement is already visible and capacity augmentation in the medium term will further reduce the delays.

39. Besides internal reasons, there are also external reasons such as agitations on railway tracks, which lead to punctuality losses. I appeal to my fellow citizens to desist from this as it causes loss, not only to the nation but also to them as passengers.

Ticketing

40. Last year I had announced 'Operation Five Minutes' to enable passengers to purchase tickets without spending long hours in queues. In this context we:

- Introduced 1,780 Automatic Ticket Vending Machines and 225 cash-coin & smart card operated ticket vending machines.
- Enhanced capacity of e-ticketing system from 2000 tickets per minute to 7,200 tickets per minute and to support 1,20,000 concurrent users as against only 40,000 earlier.
- Introduced mobile based apps for purchasing unreserved and platform tickets and *GoIndia* smart card scheme for cashless purchase of UTS and PRS tickets.

Social obligations

41. For the *Divyang*, we introduced:

- One-time registration for availing concessions while booking tickets online.
- Online booking of wheelchairs.
- Braille enabled new coaches.

42. For our senior citizens and women travellers, we:

- Increased quota of lower berths. In the coming financial year, we are increasing the senior citizen quota per coach by 50%, resulting in almost 120 lower berths per train for senior citizens.
- Added more escalators and lifts.
- Reserved middle bays in coaches for women security.

Wi-Fi

43. We introduced Wi-Fi services at stations especially for our youth and business travellers. The process has begun. We intend to commission Wi-Fi services at 100 stations this year and at 400 more stations in the next 2 years. We are partnering with Google in this endeavour. I take this opportunity to invite all other service providers and entrepreneurs to partner with us in this initiative.

Stations

44. The passenger experience is significantly governed by the efficiency and quality of services on a railway station. Besides improvement in service, a redeveloped railway station would also provide opportunities for generating significant non-tariff revenues. We are redeveloping our stations using different models. Based on one of these models, the contract for redevelopment of Habibganj station in Bhopal for which the financial bid has been received, while 4 other stations are in advanced stage of bidding.

45. In a landmark decision, Cabinet has approved redevelopment of 400 stations through PPP. This is expected to be the largest transit oriented development in the world and, hence, involves complex decision making. On the basis of a bankable structure for private participation, it is proposed to undertake a bidding process for a few large and medium stations during the course of the next financial year. Apart from taking up stations through the PPP

mode, we are also exploring the possibility of availing multilateral financial investments for the development of certain other stations and partnering with State Governments.

46. We are making a unique attempt to combine cleanliness with creativity. I had appealed to numerous social organisations to come forward to beautify our stations. I am happy to inform the House that walls of many stations have been converted to murals which have not only improved the aesthetics but also spread awareness on socially relevant themes. One such theme that deserves special mention is Wild life conservation illustrated through the paintings done at Sawai Madhopur Station. Hazaribagh, Borivali, Khar, Udaipur, Bikaner are some of the other stations which showcase local art and talent. I thank them all and request similar support next year for aesthetic up-gradation of our stations. We will make special efforts to showcase tribal art.

Security

47. To provide better security to our passengers especially women travellers, following major initiatives were undertaken:

- All India, 24/7 helpline number 182.
- CCTV surveillance provided at 311 stations. All major stations will be brought under CCTV surveillance in a phased manner.

Safety

48. A single accident or loss of a single life causes me great sorrow and anguish. It also demonstrates that we still have a long way to go in realizing our objective of a zero accident regime. Although our safety record is better at 20% lower accidents compared to the previous year, there is much more that is required to be done. I truly believe that the way forward to eliminate accidents from IR is through adoption and assimilation of latest technology. We have entered into a R&D partnership with leading Railway

institutions of the world, Railway Technical Research Institute, Japan and Korean Rail Research Institute. They will work with IR to improve operations on existing network and, hence, provide a roadmap for 'zero accident' railway system in India. In the interim, we have examined the recommendations of the Committee headed by Dr. Kakodkar and are working on their implementation. We are also working on anti-falling measures for overcrowded trains mainly in the suburban sections. In 2015-16, we have closed 350 manned level crossings and eliminated 1000 unmanned level crossings. 820 ROB/RUB have been completed in the current year and work is going on in 1350 of them.

Other major achievements

Energy

49. In my Budget Speech last year, I had promised annualized savings of Rs. 3,000 crore to be achieved by the third year. It is about 30% of the total traction supply cost. I am happy to announce that the target will be achieved in the next financial year itself, a year earlier than envisaged. For the first time, IR has leveraged provisions of the Electricity Act to procure power directly at competitive rates, using its status as Deemed Distribution Licensee. Power Procurement Contracts already signed and implemented will mean an annualized saving of Rs. 1,300 crore. Further actions to source power, already initiated, will deliver annualized savings of Rs. 1,700 crore during the coming year, taking the total to Rs. 3,000 crore. In addition, the saving of Rs. 300 crore is being targeted through demand side management and energy efficiency measures.

50. Locomotives with auxiliary load are now being manufactured by IR. Use of these locos will enable elimination of power cars, thereby replacing them with passenger coaches which will enhance the carrying capacity of trains and significantly reduce

travel time, noise level, fuel consumption and carbon footprint. Four such locos have been turned out in the current year and another 39 are expected to be manufactured in 2016-17.

Rail University

51. Rail University is an important enabler to build sustained flow of skilled manpower, a prime requisite for any world class railway system. We have identified the National Academy of Indian Railways at Vadodara as the first institution which would be upgraded to a full-fledged university. Preparations are in full swing to establish the university during the next financial year.

Digital India

52. IR as an organization cannot progress on the path of prosperity unless that path is 'digitally' illuminated. This year, an application of Track Management System (TMS) was launched. With this, activities of track inspection, monitoring and maintenance have thus been switched over to an IT platform, and automatic alerts in the form of SMS and e-mails are being generated. Inventory Management module of TMS has resulted in inventory reduction by 27,000 MT resulting in saving of Rs.64 crore and scrap identification of 22,000 MT equivalent to Rs.53 crore. During 2016-17, this system will be implemented on entire IR.

53. IR has developed an application for maintaining centralized land data, and records of all land holdings over IR have been digitized.

The Way Ahead

54. As I move on to illustrate the new initiatives, let me take a step back. One of the thrust areas of last year's budget was giving passengers better services and making railway journeys enjoyable. We will continue to build on this momentum and strive hard to ensure satisfaction of each of the 7 billion passengers that ride IR's network annually.

Improving quality of travel

55. Ours is a common man's government working tirelessly for the benefit of all, especially farmers, workers, women, disabled and the impoverished. *Sabka saath, sabka vikas* is not just a slogan for us, it pervades all our thoughts and actions. Every customer is our brand ambassador, the very reason of our existence. Therefore, each time that he or she travels, the satisfaction quotient must go up. In pursuance of making each of our customers happy, I propose to take the following measures.

For the unreserved passenger – ***Antyodaya Express*** *and* ***Deen Dayalu coaches***

56. This government truly believes that the fate of India would not change unless the lives of the common man or woman improve. Not only is he or she the center point of our policy making, but is ubiquitous in our public discourse and in our ideology. We propose to introduce the *Antyodaya* Express, a long-distance, fully unreserved, superfast train service, for the common man to be operated on dense routes.

57. We will also add two to four *Deen Dayalu* coaches in some long distance trains for unreserved travel to enhance our carrying capacity for the masses. These coaches will also have facility for potable drinking water and a higher number of mobile charging points.

For the reserved passenger – ***Humsafar, Tejas*** *and* ***UDAY***

58. I am announcing three select train services, *Humsafar*, *Tejas* and *UDAY*. *Humsafar* and *Tejas* will ensure cost recovery by way of tariff and non-tariff measures. *Humsafar* would be fully air-conditioned third AC service with an optional service for meals.

59. *Tejas*, on the other hand will showcase the future of train travel in India. Operating at speeds of 130 kmph and above, it will offer

onboard services such as entertainment, local cuisine, Wi-Fi, etc. through one service provider for ensuring accountability and improved customer satisfaction.

60. We will also introduce overnight double-decker, *U*tkrisht *D*ouble-Decker *A*ir-conditioned *Y*atri (*UDAY*) Express on the busiest routes, which has the potential to increase carrying capacity by almost 40%.

Ticketing

61. To continue the effort on minimising waiting time for passengers at booking windows, we intend to commence sale of tickets through hand held terminals for the benefit of the suburban and short distance travellers. This would enable us to deploy multiple 'Points of Sale' with minimal infrastructure requirement. We also intend initiating sale of platform tickets through ticket vending machines which would be made compatible with not only cash but also credit/debit cards.

62. In the next 3 months, we will open the e-ticketing facility to foreign debit/credit cards for foreign tourists and NRIs.

63. For our journalist friends, we will provide e-booking of tickets on the concessional passes available to them. This has been a long pending request and it is my privilege to provide them with this service.

64. Cancellation of PRS tickets requires a passenger to travel to a booking window to avail the refund, within a prescribed time. This is a source of great discomfort. We will now open the facility of cancellation through the 139 helpline post verification using 'One Time Password' sent on registered phone number.

65. We will introduce bar coded tickets, scanners and access control on a pilot basis on major stations to tackle the menace of ticketless travel and ensure hassle free travel for passengers.

66. We have taken a number of measures to improve services during the morning *tatkaal* hours yet there are complaints of rightful passengers being denied train tickets. We, therefore, intend to progressively ensure CCTV coverage at *tatkaal* counters. We plan to institutionalise a system of third party periodic audits and certification of security features of the PRS website.

Vikalp – train on demand

67. The '*Vikalp*' (Alternative Train Accommodation System) scheme introduced in October 2015 will be expanded to provide choice of accommodation in specific trains to wait-listed passengers.

Cleanliness

68. Taking forward the momentum on '*Swachh Rail, Swachh Bharat*', we intend taking a string of measures to improve the cleanliness on stations and trains.

i. Introducing '*Clean my Coach*' service on Pan-India basis, where a passenger can request cleaning of his/her coach/toilets on demand through SMS.

ii. Ranking of A1 and A classes of stations based on a regular periodic third party audit and feedback from passengers.

iii. Setting up waste segregation and recycling centres at A1 category stations in a phased manner; 5 centres to be commissioned in the next financial year.

iv. Undertaking '*Awareness campaigns*' to improve cleanliness at select stations, station approach roads and adjacent colonies.

v. Installing additional 30,000 bio-toilets in the next financial year.

vi. Providing portable structures with bio-toilets at all platforms of select stations to meet the demand of senior citizens, *Divyang* and women travellers. I also plan to explore

innovative means of providing and maintaining toilets such as advertisement rights, CSR sponsorship, voluntary support from social organisations etc.

Catering and stalls at stations

69. Catering has been an important parameter for customer satisfaction. In pursuit of our objective to provide quality food to our customers, the following measures related to catering services are proposed.

i. IRCTC would begin to manage catering services in a phased manner. IRCTC would unbundle catering services by creating a distinction primarily between food preparation and food distribution.

ii. Extending e-catering services from existing 45 large stations to all 408 'A-1' and 'A' class stations.

iii. Explore the possibility of making mandatory catering services optional in trains. Local cuisine of choice will be made available to passengers.

iv. Adding 10 more IRCTC operated, mechanized, sophisticated base kitchens to ensure fresh and hygienic supply of food on trains.

v. Mandating third party audit in order to ensure desired level of quality in catering services.

vi. Introducing a new policy of multi-purpose as against existing single purpose stalls at stations where each stall can provide multiple services required by passengers including milk products and OTC medicines.

vii. Enforcing reservation in catering units to Scheduled Castes, Scheduled Tribes, Other Backward Classes, Women, *Divyang*, etc. We will also introduce a sub-quota of 33% for women in

each of the reserved categories. Further, to build local ownership and empowerment, a process of giving weightage to district domicile holders for commercial licenses at stations would be initiated.

viii. Exploring the feasibility of providing an option to our customers for drinking tea in *kulhad*.

Stoppages

70. IR has historically made a distinction between operational and commercial halts. For the convenience of passengers, I propose to convert all operational halts into commercial halts. This will benefit passengers who were unable to earlier board or disembark certain trains from these halts.

Rail Mitra Sewa

71. We have introduced *Sarathi Seva* in Konkan Railway to help the old and disabled passengers requiring assistance at stations. We will expand this service at many more stations. We will strengthen the existing services for enabling passengers to book battery operated cars, porter services, etc. on a paid basis in addition to the existing pick up and drop, and wheel chair services.

Measures for Divyang

72. In pursuance of the objectives of the *Accessible India* campaign, we will ensure that all stations under redevelopment are accessible by *Divyang*. We will make efforts to provide at least one *Divyang* friendly toilet at each platform in A1 class stations during the next financial year and also ensure availability of wheelchairs in sufficient numbers at these stations.

Travel Insurance to passengers

73. There is a continuous effort on our part to ensure safe and secure travel for our passengers, yet untoward incidents do occur. To

minimize the financial loss to passengers from such events, we are working with insurance companies to offer optional travel insurance for rail journeys at the time of booking.

Hourly booking of retiring rooms

74. Passengers transiting our network would be happy to have a place on the station premises for freshening up before moving on with their business for the day. We propose to commence hourly booking of retiring rooms instead of the existing minimum of 12 hours to fulfil this unmet need of passengers. Further, the retiring rooms will be handed over to IRCTC to ensure that these can be managed in a professional manner.

Janani sewa

75. We would like to mitigate the hardships that mothers undergo while travelling with their infants and, for this purpose, we will pilot availability of children's menu items on trains. Further baby foods, hot milk and hot water would be made available on stations and changing boards for babies would be provided in train toilets.

SMART Coaches

76. With a view to enhancing passenger comfort, we are planning to re-imagine the design and layout of our coaches to ensure higher carrying capacity and provision of new amenities including automatic doors, bar-code readers, bio-vacuum toilets, water-level indicators, accessible dustbins, ergonomic seating, improved aesthetics, vending machines, entertainment screens, LED lit boards for advertising, PA system and more. These new *SMART* (*S*pecially *M*odified *A*esthetic *R*efreshing *T*ravel) coaches would cater to emerging needs of our customers and also ensure lower unit cost of operations due to higher carrying capacity.

Mobile Apps

77. Presently we have different digital solutions for ticketing, grievance redressal and other issues. We intend to integrate all such facilities into two mobile apps; one dealing with all ticketing issues and the other for receipt and redressal of complaints and suggestions related to all our services.

Improving customer interface

78. *Bhartiya Rail* is persistently innovating to ensure responsiveness to customer requirements in all our actions. Towards this end, we are making arrangements for skilling our front-end staff and those we employ through our service providers. Further, the uniforms of all customer facing roles will be refurbished to clearly distinguish them on our network.

79. We will install information boards in trains enumerating the on-board services and also GPS based digital displays inside coaches to provide real time information regarding upcoming halts. These services would be provided through private sector engagement.

80. Work is underway on the installation of a high-tech centralized network of 20,000 screens across 2000 stations known as Rail Display Network. This will enable real time flow of information to passengers and also unlock huge advertising potential.

81. We intend to strengthen the organization at the stations with a view to ensuring better passenger amenities, vigilant and sensitive customer service, responsive grievance redressal and superior commercial sense. All A1 class stations will be manned with duly empowered Station Directors supported by cross functional teams who will run the stations as excellence centers for customers. We will also make one person accountable for all facilities on the train.

82. The great places of pilgrimage in India have a natural attraction for the Indian traveller. We intend taking up on priority the provision of passenger amenities and beautification on stations at pilgrimage centres including Ajmer, Amritsar, Bihar Sharif, Chengannur, Dwarka, Gaya, Haridwar, Mathura, Nagapattinam, Nanded, Nasik, Pali, Parasnath, Puri, Tirupati, Vailankanni, Varanasi and Vasco. We also intend to run Aastha circuit trains to connect important pilgrim centres.

Satellite terminals

83. Last year I had announced development of satellite terminals at a few locations. To take this to the next level and to have several more, I appeal to all States to come forward and partner with us in setting up more satellite terminals through PPP mode. In the interim, we plan to carry out detailed operational research on a pilot basis to identify short term measures for improving rake turnaround to minimize delays at outer signals.

Porters, our sahayak

84. Porters play a key role in making our journeys comfortable. We intend providing them with new uniforms and train them in soft skills in line with the evolving image of IR, adopting modern technology yet traditional in its ethos of treating passengers with respect. We will also explore methods of offering them group insurance facility. Henceforth, we will be happy to call them as *sahayak*.

High Speed Rail

85. A high speed passenger corridor from Ahmedabad to Mumbai is being undertaken with assistance from the Government of Japan. A special purpose vehicle for implementing high speed projects will be registered this month. The prime benefit of this project would be providing IR with technology advancements and new

manufacturing capability which would be leveraged for other areas of the existing network.

Entertainment

86. We propose to invite FM Radio stations for providing train borne entertainment by installing PA systems in trains.

87. IR's bi-lingual on-board magazine, '*Rail Bandhu*' presently available in Shatabdi, Rajdhani and Duronto trains would be extended to all reserved classes of travellers in all Mail/ Express trains. We will also initiate publishing '*Rail Bandhu*' in all regional languages.

Passenger traffic - Suburban traffic

88. Mumbai is the financial capital of India and needs a robust transport system. However, the suburban railway system, the lifeline of the city is over stressed. In principle approval of MUTP III has been received from NITI Aayog to move forward. We are working towards achieving the financial closure and an early award of tenders for two elevated suburban corridors between Churchgate-Virar and CSTM-Panvel. The CSTM-Panvel corridor will be integrated with metro lines being planned by the State Government for connecting existing Chhatrapati Shivaji International Airport and proposed Navi Mumbai International Airport. We intend to raise all low level platforms in Mumbai suburban stations in the ensuing financial year to address safety concerns on this account.

89. In Kolkata, we have ongoing Metro works of around 100 kms which when completed would quadruple the installed capacity. I have resolved all issues related to East West Corridor of Kolkata Metro and am happy to announce that Phase I of this project would be completed by June 2018. We are working on the possibility of extending the East West Corridor by 5 km.

90. Delhi, our national capital, is under severe stress from rising pollution levels and can be provided relief by reviving the Ring Railway system comprising 21 stations. We will partner with the State Government to develop this infrastructure.

91. We intend to undertake a major programme to build an integrated suburban ecosystem of IR by launching a new investment framework. IR would share equity contribution with the State Governments and ensure cost neutrality on operations. We will come out with a detailed policy in this regard in the next 4 months. We intend to partner with the State Governments of Gujarat, Telengana and Tamil Nadu for developing suburban sections in Ahmedabad, Hyderabad and Chennai, respectively by deploying innovative financing mechanisms.

92. Bengaluru, the technology hub of the country, warrants a comprehensive suburban system. We will partner with State Government in this endeavour.

93. Similar structures and financing mechanisms will be created for Thiruvananthapuram, the capital of God's own country, Kerala.

94. I appeal to the State Governments to work towards staggering of office timings to reduce peak load on suburban traffic.

Winning back the lost modal share

Freight traffic

95. The modal share of IR has been consistently declining over a long period of time. This trend has had a negative impact not only on the Railways but on the entire economy. We are determined to reverse this slide. There are three solution sets for this issue – expanding the freight basket of IR, rationalising the tariff structure and building terminal capacity.

Expanding the freight basket

96. The freight basket of IR is dominated by 10 bulk commodities which enjoy a share of around 88%. We need to look beyond these to expand our revenue base. A full-fledged market study is being undertaken and detailed supply and demand scenarios, service level and infrastructure requirements will be assessed so that an action plan to re-capture that traffic through either containerization or new delivery models e.g., Roll-on Roll-off, will be developed and implemented.

97. Network capacity limitations do not allow us to run time-tabled freight trains but from this year we will start a time-tabled freight container, parcel and special commodity trains on a pilot basis.

Container traffic

98. Container sector would be opened to all traffic barring coal and specified mineral ores and part-loads would be permitted during the non-peak season. All existing terminals/sheds would be granted access to container traffic, where considered feasible.

Tariff rationalisation

99. The current tariff structure of IR has led to out-pricing of our services in the freight market. A review of tariff policy will be undertaken to evolve a competitive rate structure *vis a vis* other modes, permit multi-point loading/unloading and apply differentiated tariffs to increase utilization of alternate routes. The possibility of signing long term tariff contracts with our key freight customers using pre-determined price escalation principles will be explored which would provide predictability of revenues to IR and of costs to our customers.

Building terminal capacity

100. Inadequacy of warehousing and transportation facilities is also one of the causes that that keep potential customers away from

the Railways. In order to complete the chain of transportation, it is proposed to develop Rail side logistics parks and warehousing. These logistic parks and warehouses would be created in PPP mode to bring the required efficiency and investment but also help attract greater traffic to the Railways. With the coming in of TRANSLOC, the Transport Logistics Company of India, we will be witness to a paradigm shift in our role as a national logistics provider. The focus will be on providing last mile connectivity for freight business and significant reduction in logistic costs. At least 10 goods sheds will be developed by TRANSLOC in 2016-17. To capture the automobile traffic, we will soon inaugurate India's first rail auto hub in Chennai.

101. This push on rail side warehousing would also encourage development of cold storage facilities on vacant land near freight terminals. Local farmers and fisherman would be given preferential usage of the facility. A policy in this regard would be issued in the next 3 months.

Nurturing customers

102. We will appoint Key Customer Managers to liaison with our major freight stakeholders. They would serve as a single point of contact for all communication and redressal with these key customers. Each Zonal Railway will develop customer commitment charter indicating service level commitments of IR to passengers and freight customers.

103. We will explore the feasibility of opening up leasing of general purpose wagons.

Non fare revenues

104. Although we enjoy the highest captive eyeballs in a railway system internationally, we earn less than 5% of our revenues through non-tariff sources. Many of the world railway systems

generate 10% to 20% of their revenues from non-tariff sources. Over a period of the next five years, we will strive to reach this world average by monetizing assets and undertaking other revenue yielding activities. We have already begun this exercise with fervour.

a. *Station redevelopment:* A major programme of station redevelopment has been initiated which I have already spoken about earlier. This will help us to monetize our land and buildings through commercial exploitation of vacant land and space rights over station buildings.

b. *Monetizing land along tracks*: IR has huge tracts of land available adjacent to its rail network. We will lease out this space to promote horticulture and tree plantation. This will encourage employment to underprivileged sections, SC, ST, OBC etc., augment our food security and also prevent encroachment of Railway land. Possibility of using this track for generating solar energy would also be explored.

c. *Monetizing soft assets*: IR collects data pertaining to passenger preferences, ticketing patterns, commodity flows, train running and information on various services and operations. We are exploring the possibility of monetizing our data, software and some of the free services provided by IR such as PNR enquiry, currently being commercially exploited by other players but at the same time ensuring that no compromise to customer privacy is made. The IRCTC website also offers opportunities for exploiting e-commerce activities on account of the large number of hits that it receives.

d. *Advertising*: IR has vast physical infrastructure which is ripe for commercial exploitation through advertising. We intend to give special focus to exploiting advertising potential of our stations, trains and land adjacent to tracks outside of big stations. We

will make efforts to use our customer-interfacing assets in every manner possible for earning advertising revenues and partner with agencies to earn revenues from co-branding including for uniforms, etc. We will evolve models to determine the revenue potential of at least 20 stations in the next 3 months. In all, we target to increase the advertising revenues by more than 4 times the current revenues.

e. *Overhaul of Parcel business*: We plan to liberalize the current parcel policies including opening the sector to container train operators to effect a quantum jump in IR's share of the national CEP (Courier, Express and Parcel) market. Door to door connectivity is especially important for this market segment and we will take all steps necessary to expand our service offerings specially to growing sectors such as e-commerce. We will also initiate a pilot project for online booking of parcels.

f. Revenues from manufacturing activity: Through increased productivity and better manufacturing practices in the production units and workshops, enough capacity can be unlocked for the Railways to become a meaningful player in the domestic and international markets. By 2020, we should aim at generating annualised revenues of about Rs 4,000 crore by providing these units with necessary empowerment and incentives to realize this target.

Process Improvements

EPC projects

105. To ensure participation of large professional players in IR projects and minimizing cost and time overruns, I had announced moving to EPC based contracting last year. I am happy to announce that we have finalized the standard document for undertaking works through the EPC mode and will implement at least 20 projects through this mode in 2016-17. By 2017-18, we will

endeavour to award all works valuing above Rs. 300 crore through EPC contracts.

Performance output parameters based contracts

106. IR seeks services of private parties in non-operational areas through outsourcing contracts such as cleaning, facility management, etc. We intend to review these service contracts to integrate them and make them simpler and outcome focused with a view to improving our contract management and quality of service.

Leveraging technology for project management

107. In line with international best practices, we will rely on technological solutions for project management and monitoring. It is intended to use the latest drone and Geo Spatial based satellite technology for remotely reviewing the physical progress across major projects. In the next financial year, this would be operationalised for monitoring the progress on Dedicated Freight Corridor.

System-wide Information Technology integration

108. Our policies have led to a piece-meal approach in IT. We have initiated system wide integration, both horizontal and vertical, akin to an Enterprise Resource System through innovative partnership models for which a preliminary report has been obtained.

Rail Development Authority – a big step forward

109. It is pertinent to have an independent regulation mechanism to enable fair pricing of services, promote competition, protect customer interests and determine efficiency standards. Hence, I had announced, creating a Rail Development Authority last year.

We hope to have the draft bill ready after holding extensive stakeholder consultations. The independence of the institution is sought to be ensured by way of a transparent and streamlined selection process and keeping at arm's length from the Ministry of Railways. I am sure that this single initiative will provide immense confidence to our stakeholders.

Navarambh – a new beginning

Navinikaran - Structural Interventions

110. *Organisational Restructuring:* A departmental orientation, absence of cross-functional collaboration and lack of business focus have held back *Bhartiya Rail* from realizing the commanding heights that it is capable of achieving. The solution to this lies in reorienting the working of the organization towards a common corporate objective. For this purpose, I propose to reorganize the Railway Board along business lines and suitably empower Chairman, Railway Board to lead the organization effectively. As a first step, cross functional directorates will be set up within the Railway Board to focus on areas like non-fare revenues, speed enhancement, motive power and information technology. We will explore the possibility of unifying cadres for fresh recruitment of officers. We will also strengthen the PPP cell to improve ease of doing business with IR.

Sashaktikaran – Improving our planning practices

111. *Railway Planning & Investment Organisation:* With funds available for developing and revitalizing the existing infrastructure, it is most pertinent that they are invested in the most efficient and transparent manner. To enable this, we intend to set up a Railway Planning & Investment Organisation for drafting our medium (5 years) and long (10 years) term corporate

plans and based thereupon, identify projects which fulfill the corporate goal. The Organisation will independently conduct market intelligence and support preparation of feasibility studies or Detailed Project Reports based on standard methodology and assumptions. Further, the Organisation would propose innovative financing mechanisms for identified projects.

112. *National Rail Plan*: In order to provide long-term perspective to planning for augmenting the railway network, we have decided to develop 'National Rail Plan' (NRP-2030) in consultation with all the stakeholders including State Governments, public representatives and other relevant Central Ministries. NRP-2030 will endeavour to harmonise and integrate the rail network with other modes of transport and create synergy for achieving seamless multi-modal transportation network across the country. This will also achieve the Hon'ble Prime Minister's vision of integrated planning and cost optimization of the transportation network by laying the new railway lines and new highways together in tunnels and over mega-bridges.

Aekikaran – Consolidation

113. *Holding Company:* The companies owned by IR are its assets with immense future potential. We propose to examine the feasibility of bringing most of these companies under an umbrella of a holding company which would provide the necessary strength for leveraging the combined resources as also in providing the much needed flexibility in utilizing the strength of each of the subsidiaries.

Shodh aur vikas - Investing in the future

114. For ensuring delivery of quality services to its customers, IR needs to be equipped with modern and cutting edge technology. Priority areas of IR, like High Speed Rail, heavy haul, rolling stock and signalling require us to collaborate with the best in the world.

In the short term, we have partnered with some of the best railways to develop indigenous capability in these areas. To institutionalise and take forward such cooperation in key technology areas, the Government is working on a Foreign Rail Technology Cooperation Scheme (FRTCS).

115. I also propose to set up a R&D organization, a *S*pecial *R*ailway *E*stablishment for *S*trategic *T*echnology & *H*olistic *A*dvancement, *SRESTHA*. RDSO will now focus only on day to day issues while *SRESTHA* would drive long term research. *SRESTHA* would be headed by an eminent scientist reporting directly to Chairman, Railway Board and would be staffed with scientists and a limited number of Railway experts. RDSO functioning will be made totally transparent with time bound results.

Vishleshan – Analyzing data

116. Data backed decision making is a hallmark of great institutions. Though IR, as an organisation, collects over 100 Terabytes of data every year, yet it is hardly analysed to gain business insights. A dedicated, cross functional team called Special Unit for Transportation Research and Analytics (*SUTRA)* would be set up for carrying out detailed analytics leading to optimized investment decisions and operations. This team would comprise professional analysts and best in class decision support systems and optimization engines.

Navrachna - Innovation

117. We are setting aside a sum of Rs. 50 crore for providing innovation grants to employees, startups and growth oriented small businesses to support internal and external innovation. On an annual basis we will seek out solutions to IR's most critical problems through an Innovation Challenge. The initiative would be administered by an Innovation Committee comprising reputed investors, representatives from National Academy of Indian

Railways, Railway Board and '*Kayakalp*' headed by Shri Ratan Tata. A program management structure will be put in place to manage this initiative. For this year, the areas for the annual challenge are:

a. Accessibility to trains from low level platforms

b. Increasing capacity of coaches

c. Digital capabilities at stations

In addition, innovation labs will be set up in all our workshops and production units to support creative innovation by locals and staff.

118. *Test Track*: There has been a long felt need for developing a Test Track for expeditious testing of prototypes under varying test conditions as against the prevalent practice of testing on the Railway network, which leads to traffic delays, besides inability to simulate all test conditions. We will develop a Test Track which will go a long way in enhancing the R&D capability of IR.

Avataran - Seven Missions

119. Transformation of IR would require its re-orientation with an entirely different level of effectiveness. Therefore, I propose to undertake seven activities through a '*Mission*' mode.

120. Each of the Missions will be headed by a Mission Director reporting directly to the Chairman, Railway Board and heading a cross functional team empowered to take all relevant decisions for a timely targeted delivery. Nominated officers from each Zone/Production Unit/RDSO/Centralised Training Institutes for a particular mission would support implementation at the field level. The annual outcome based performance targets for the Mission would be announced and all planning would be made in

the light of the annual targets. The Missions will finalise the implementation plans for short, medium and long terms and proceed accordingly.

121. We will undertake the following seven missions.

a. *Mission 25 Tonne* – To realise our goal of revenue enhancement, we need to augment our carrying capacity. A critical step in that direction is making our infrastructure suitable to carry 25-tonne axle load. It is proposed to introduce 10-20% freight loading through 25-tonne axle-load wagons in 2016-17 and target movement of 70% of freight traffic on high axle load wagons by FY19-20.

b. *Mission Zero Accident*: Two specific sub missions would form part of this overall mission.

i. Elimination of unmanned level crossings: 40% of our accidents and 68% of deaths on IR takes place at level crossings. Besides, these crossings also lead to drop in speed and hence impact the throughput of the network. We intend to eliminate all unmanned level crossings on Broad Gauge in the next 3-4 years for which innovative financing mechanisms are being developed.

ii. TCAS (Train Collision Avoidance System): To prevent head on collisions, we have now developed an indigenous technology which also leads to increased throughput by increasing average sectional speeds. We intend to equip 100% of the High Density Network with TCAS in the next 3 years.

c. *Mission PACE (Procurement and Consumption Efficiency)*: To capture significant savings and improvement in the quality of goods and services, we need to bring our procurement practices in line with international best practices. The process

will involve challenging our consumption norms and assimilating a culture of optimum usage by adopting practices such as Vendor Managed Inventory, direct procurement of HSD, etc. We are carrying out a comprehensive review of procurement and consumption of HSD including arresting leakages and aim to save more than Rs 1,500 crore in 2016-17. We will also bring in new procedures for identification and disposal of scrap.

d. *Mission Raftaar*: Throughput of the railway system is an outcome of tonnage and speed. Complementing Mission 25 tonne would be Mission *Raftaar* which will target doubling average speeds of freights trains and increasing the average speed of superfast mail/express trains by 25 kmph in the next 5 years. Efforts will be made to replace loco hauled passenger trains will be replaced by DEMU/MEMU over the next five years.

e. *Mission Hundred*: 85% of traffic on IR originates from private sidings and freight terminals. There are more than 400 proposals under various stages of approvals. In the next 2 years we will commission at least a hundred sidings. The current siding/ PFT policy would be revised to elicit greater private participation and an online portal will be operated for accepting and processing all new applications, alongwith decentralization of powers.

f. *Mission beyond book-keeping*: Being a Government undertaking, IR does not follow practices in accounting which aid detailed assessment of unit costs. Though we are moving from single entry to double entry systems and from cash based to completely accrual based accounting, I do not consider them as great reforms. As a thriving commercial entity, we also want IR to go a step further and establish an accounting

system where outcomes can be tracked to inputs. This is a structural change which forms the bedrock of our transformation, as right accounting would determine right costing and hence right pricing and right outcomes. We intend taking up its implementation over Railways in a mission mode and complete the entire roll out in next few years.

g. *Mission Capacity Utilisation*: The two Dedicated Freight Corridors are scheduled to be commissioned by 2019. These would create huge capacity for carrying freight traffic between Delhi-Mumbai and Delhi-Kolkata. Shifting of goods trains from existing tracks to the new corridors would also release a great deal of capacity which would help upscale the nature of passenger services on these trunk routes. It is proposed to prepare a blueprint for making full use of this huge new capacity no sooner than it is commissioned.

Sustainability and Social Initiatives

Human Resources/ Skilling

122. I am proud to state that I lead a workforce that is sincere and dedicated. It is my constant endeavour to improve their working conditions so that they continue to serve the organization with devotion. We will tie up with the Ministry of Health for ensuring an exchange between Railways hospitals and Government hospitals. We will introduce 'AYUSH' systems in 5 Railway hospitals.

123. All our gang men will be provided with devices called '*Rakshak*' which would be wireless enabled and will intimate them about approaching trains. We will also reduce the weight of the tools carried by them while patrolling on foot through value engineering. We will also provide toilets and air-conditioning in cabs for our loco pilots.

124. For promoting research in key policy areas, we intend setting up two chairs – one C T Venugopal chair on Strategic Finance, research and policy development and another Kalpana Chawla chair on geo-spatial technology for IR.

125. For our youth bubbling with ideas and energy, we will open up our organisation to 100 students across Engineering and MBA schools for 2-6 months' internships each year.

126. In partnership with the Ministry of Skill Development, we will work on massive skill development on our premises. Railway Workshops and Production Units will develop 'Centres of Excellence for Skill Development', focusing on one/two specialized activities for the general public. We will also join hands with prominent NGOs to provide skilling to people in remote areas including wards of Railways employees.

Social initiatives

127. Last year, I had appealed to various NGOs and Civil society to help IR on social issues such as sanitation and provision of basic amenities at stations. I am proud to state that a number of voluntary groups came forward and contributed to this national cause. I extend my heartfelt gratitude to all of them and hope for their continued association.

128. Self-help groups not only provide employment to women but also respect and dignity. IRCTC has begun the process of empanelling Self-help groups for providing catering/cooking services. We are partnering with NABARD to provide support and access to our IRCTC website to ensure extensive e- marketing for products produced by the Self-help groups which would lead to increase in rural incomes.

129. We have partnered with Khadi and Village Industries Commission to support creation of employment and self-reliance

in rural India resulting in the generation of 17 lakh man days. We will continue to partner with them to develop products and services for passengers and also market them using IR's vast resources and assets. We will encourage sourcing of products from SC/ST entrepreneurs.

Environment

130. In the context of India's commitment to reduce its carbon foot print, we have undertaken energy audits which have revealed the possibility of reducing energy consumption in non-traction area by 10% to 15%. To achieve this, we have decided that all new light provisions will be LED luminaire only and all Railway stations will be covered with LED luminaire in next 2 to 3 years.

131. An action plan has been drawn up for environmental accreditation, water management and waste to energy conversion. So far, more than 2,000 locations have been provided with Rain Water Harvesting (RWH) facility and RWH systems will be provided in a phased manner in all establishments having rooftop areas of more than 200 square metres. This comes from a realization that out of total potential of recycling around 250 million litres of water per day, we only recycle 20 million litres.

132. IR uses steel sleepers on steel bridges which have limitations on maintenance and attaining higher speeds. Hence, environmentally friendly composite sleepers made up of recycled plastic waste have been developed which will be used over all girder bridges.

133. To take forward, our Prime Minister's vision of promoting Solar Power, IR had targeted commissioning of installed capacity of 1000 MW in next 5 years. Policy guidelines and tender documents for 50MW solar plants at rooftop have been issued and facility for another 100 MW is being set up. We have commissioned a 25 MW wind mill power plant at Jaisalmer and we are working towards commissioning 132.5 MW in the next

year. We propose to utilize our infrastructure at remotely located railway stations for installation of solar micro-grid on pilot basis which will not only provide clean and reliable power supply to railway stations, but will also facilitate energy access to nearby quarters and surrounding rural households.

134. Automatic coach washing plants will be commissioned in major coaching depots with a holding of more than 500 coaches for improved cleaning with reduced water consumption. Further, 32 stations and 10 coaching depots have been identified for installation of water recycling plants in the coming years.

135. *Green Industrial Units*: it is proposed to convert all production units as well as at least one workshop in each Zonal Railway as green industrial unit by obtaining relevant certification, good energy management, sourcing energy from renewables, water conservation, improved green cover and environment friendly management of waste.

136. In order to encourage active involvement by various Railway establishments towards environmental initiatives, we have instituted a Shield on Environment for the best performing Zonal Railway or Production Unit.

Tourism

137. Tourism holds great potential for economic development and job creation. We will be partnering with the State Governments for operating tourist circuit trains and explore the possibility of a

revenue sharing model. We have recently upgraded our National Rail Museum. Promotion of tourism through Railway museums and UNESCO world heritage Railways will be our special focus.

138. India's rich bio diversity and wildlife is one of the mainstays of Incredible India campaign. Last year, we initiated a project to target reduction in elephant collisions, especially in North Eastern states. This year, to spread awareness about our National Animal, the Tiger, we will offer complete packages including train journey, safaris and accommodation to cover the wildlife circuit comprising Kanha, Pench and Bandhavgarh.

Conclusion

139. Madam Speaker, the railway set up is a reflection of everything that is India. It imbibes the ethos, morals, values and ethics of our great country. It represents the tireless spirit, eternal hope, aspirations, perseverance, determination and the never - ending enthusiasm of our dynamic country. Whoever said that in India, Railways is a way of life, could not have been more appropriate.

140. Madam Speaker, I began my speech by stating that we had set out on a journey last year, the journey of transforming *Bhartiya Rail*. We have achieved significant progress in all aspects of this transformation, from scale to speed, from cleanliness to efficiency to resource mobilisation. We still have a long way to go. But the important thing is that we have a strong intent and the will to achieve our objectives.

जब तक ध्येय न पूरा होगा, तब तक पग की गति न रूकेगी।

आज कहे चाहे कुछ दुनिया कल को बिना झुके न रहेगी।

- श्री अटल बिहारी वाजपेयी

141. Even as our journey continues, I am reminded of Gautama Buddha who said that whenever one contemplates a journey, there are two mistakes one can make: not starting, and not going all the way. We have already started the journey and I intend to go all the way and we will not rest till we take *Bhartiya Rail* to a destination called *samridhi* or success.

With these words, Madam Speaker, I commend the Railway Budget for 2016-17 to the august House.

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Annex 1

Now, Madam Speaker, let me place before this August House the Financial Performance of 2015-16:

FINANCIAL PERFORMANCE 2015-16:

Madam Speaker, there is a net reduction in Gross Traffic Receipts by Rs 15,744 crore in RE 2015-16 compared to the BE target of Rs 1,83,578 crore. Passenger Earnings were budgeted to increase by 16.7% over R.E. 2014-15. However, the actual growth target for 2015-16 was 18.9% since passenger earnings in 2014-15 fell short of the RE target. This has been scaled down keeping in view the persistent negative growth trend since 2013-14 both in the suburban and non-suburban non-PRS segment of travel. Similarly, in freight earnings, though BE 2015-16 was projected at Rs 1,21,423 crore with a loading target of 1186.25 million tonne (MT) and an average lead of 626 km, the growth has been impacted mainly on account of low demand from the core sector resulting in resetting the target in R.E. 2015-16 to Rs 1,11,853 crore.

The decline in Traffic Earnings vis-a-vis budgeted targets from the trends witnessed from the first quarter of the fiscal had guarded us to adopt several measures to contain the Ordinary Working Expenses (O.W.E.). We initiated stringent economy and austerity measures particularly w.r.t. the controllable heads like inventory, variable costs and contingent expenditure, due to which the budgeted Ordinary Working Expenses of Rs 1,19,410 crore decreased in the Revised Estimates 2015-16 to Rs. 1,10,690 crore i.e. by Rs 8,720 crore. Savings in Working Expenses helped us to appropriate to Railway Debt Service Fund to provide for the 7th Pay Commission. Thus, OWE in RE 2015-16 provides for a growth of only 4.4%. On Indian Railways, the total number of pensioners is 13.79 lakhs.

BE provided for an appropriation of Rs. 34,900 crore to the Pension Fund. However, based on trend, the pension outgo has been moderately decreased to Rs. 34,500 crore in RE.

Internal resource generation diminished and accordingly the appropriation to DRF has been moderated to Rs. 5,500 crore in RE from the BE 2015-16 provisioning of Rs. 7,900 crore. Excess of receipts over expenditure in RE 2015-16 stands at Rs. 11,402.40 crore. With the above estimates, the targeted Operating Ratio in R.E. is 90.0% against 91.3% in 2014-15 and 93.6% in 2013-14. Plan size for 2015-16 is currently estimated at Rs. 1,00,000 crore i.e. the BE level.

Madam, I shall now deal with the Budget Estimates for 2016-17:

Budget Estimates 2016-17:

The intention in 2016-17 is to improve revenues and ensure appropriate investments which can continue the road-map of decongestion and enhance line-capacity enhancement as detailed in 2015-16. The focus is on enhanced CAPEX with a mix of various sources of funding in order to ensure that the projects are given assured funding.

Gross Traffic Receipts have been kept at Rs 1,84,820 crore . Passenger earnings growth has been pegged at 12.4 % and earnings target has accordingly been budgeted at Rs. 51,012 crore. The freight traffic is pegged at incremental traffic of 50 million tonnes, anticipating a healthier growth in the core sector of economy. Goods earnings is accordingly proposed at Rs. 1, 17,933 crore. Other coaching and sundries are projected at Rs. 6,185 crore and Rs. 9,590 crore respectively.

Under OWE, apart from providing for normal growth, provisions required for the implementation of the 7th CPC has been made. Rs 1,23,560 crore is proposed for OWE in BE 2016-17 from the current revenues, which includes Rs. 3,000 crore as credit amount to be met through withdrawal from the Railway Debt Service Fund (DSF). Taking note of likely impact of 7th CPC, the pension outgo has been budgeted at Rs 45,500 crore in 2016-17. Higher staff cost and pension liability impacts the internal resource position of the Railways. Accordingly, appropriation to DRF from revenue has been placed at Rs 3,200 crore and that from Production Units at Rs 200 crore. A withdrawal of Rs 3,160 crore from DRF on net basis has been proposed though the gross expenditure to be met from DRF in the Annual Plan is estimated at Rs 7,160 crore. Rs 5,750 crore is proposed to be appropriated to the Capital fund. With a draw-down of Rs 1,250 crore from previous balances in the fund, the plan requirement of Rs 7,000 crore for repayment of the principal component of lease charges to IRFC is proposed.

Railways are proposing a Plan size of Rs. 1,21,000 crore in 2016-17.

Annex-2

Implementation of Budget announcements 2015-16			
S.No.	**Speech Para No.**	**Budget Announcement Implementation**	**Status**
1	16	We propose to create a new department for keeping our stations and trains clean.	Environment& Housekeeping Directorate created
2	16	Railways plan to set up 'waste to energy' conversion plants near major coaching terminals to dispose waste in an environment-friendly manner.	EOI opened for 2 stations Jaipur and New Delhi. Tender to be awarded by 31st March 2016
3	17	We will build new toilets covering 650 additional stations compared to 120 stations last year.	407 additional toilets at 295 stations built, target to be achieved by year-end
4	17	Bio-toilets are being fitted in coaches. So far we have replaced the existing toilets with 17,388 bio-toilets. This year we intend to replace another 17,000 toilets.	10,250 bio toilets fitted. Target to be achieved by 31st March, 2016.
5	17	Research, Design and Standards Organisation (RDSO) has also been tasked with making available within a period of six months a design for vacuum toilets.	World's first vacuum bio-toilet trial run started in Dibrugarh Rajdhani. Expansion planned post trial completion.
6	18	Even as the quality of Indian Railways' On-board Housekeeping Service (OBHS), presently available in 500 pairs of trains, is being re-looked to make it more effective, we will take simple steps immediately to address customer concerns.	74 additional pair of trains provided with OBHS facility in current year. Under the revised guidelines, 400 more trains to be included, taking the total to almost 1000 trains.
7	18	The feasibility of a disposable bag along with bedroll for the purpose of collecting their garbage is being considered.	Pilots ongoing in Northern, South Eastern, Eastern, South Western Railways.
8	18	The coverage of built in dustbins will be extended to non-AC coaches as	Implemented in all new coaches; retro-fitment

		well.	planned in 5000 coaches.
9	20	We will launch a programme to improve design, quality and cleanliness of bed linen within the next six months.	NIFT Delhi has submitted design for which all approvals have been accorded; to be rolled out in select trains in this financial year.
10	20	The facility of Disposable bedrolls at select stations is being extended to all passengers through the IRCTC portal on payment basis	Facility has been launched.
11	20	We will increase the number of mechanized laundries.	6 set up this year, Additional 4 likely by 31st March, 2016.
12	21	An all-India 24X7 helpline number, 138, will become functional to attend to the problems for passengers on a real time basis.	Implemented
13	21	A mobile application to redress Railway related complaints is also being developed.	Implemented
14	21	Keeping in mind the criticality of security related issues, we have dedicated a toll-free number 182 for receiving security related complaints.	Implemented
15	21	Railways would utilise resources from the Nirbhaya Fund for augmenting security of our women passengers.	Proposal for installation of CCTV cameras at 1000 stations under process. Waiting for final funds clearance from Ministry of WCD.
16	22	Provision of modified 'hot-buttons', coin vending machines and 'single destination teller' windows will drastically reduce the', transaction time.	Implemented

17	22	For the differently-abled travellers, a special initiative is being launched whereby they can purchase concessional e-tickets after one-time registration.	Implemented
18	22	It is also proposed to work towards developing a multi-lingual e-ticketing portal.	Hindi launched. Planned in 4 other languages
19	23	We hope to extend ATVM facility progressively to all stations.	1780 ATVM and 225 cash-coin & smart card operated ticket vending machines commissioned.
20	23	We have already started a pilot project of issuing unreserved tickets on Smart phones. We hope to progressively extend this facility to all stations.	Implemented for South Eastern, Eastern, South Central, Northern Railways.
21	23	It is proposed to introduce debit card operated machines.	Implemented
22	24	For the benefit of all our brave soldiers, a Defence Travel System has been developed for elimination of Warrants to make travel easier. This facility has been commissioned in 600 locations out of about 2,000 locations. This facility will be further expanded.	Action taken to migrate all 2400 defence units to the NGeT based Defence Travel System. Software refinement undergoing at MoD to leverage full benefits.
23	25	It is also intended to set up Base Kitchens in specified Divisions to be run by highly credible agencies for serving quality food.	Implemented
24	26	At the moment water vending machines are sparse. We will expand this to cover most railway stations.	Installation in progress and 2,500 machines will be installed by 31st March 2016.

25	27	Hand-held terminals will now be provided to Travelling Ticket Examiners (TTEs) which can be use for verification of passengers and downloading charts.	Trial successful and project implemented across most Shatabdi trains. To be rolled out in other trains in phases.
26	28	We are putting in place an integrated customer portal, which will be a single interface for the customers to access different services.	Implemented
27	29	A centrally managed Railway Display Network is expected to be introduced in over 2,000 stations over the next two years which will aid in providing information.	Proof of concept at 10 stations, expected to be commissioned by 31st March 2016.
28	30	We propose to introduce an SMS Alert service to inform passengers in advance of updated arrival/departure time of trains.	Already started on Rajdhani and Duronto trains.
29	30	Similar SMS alert would be sent 15/30 minutes in advance of arrival of the train at the destination.	Already started on Rajdhani and Duronto trains.
30	31	For the safety of our women passengers, surveillance cameras will be provided on a pilot basis in selected mainline coaches and ladies compartments of suburban coaches without compromising on privacy.	Pilot project started in Bombay suburban. It would be started in Shan-e-Punjab train in this financial year.
31	32	Entertainment facility will be extended on all Shatabdi trains.	Already available on one Shatabdi train. Facility would be started on 6 more Shatabdi Trains by 31st March 2016.
32	33	Mobile phone charging facilities would be provided in general class coaches and the number of charging facilities would be increased in sleeper class coaches.	Implemented for all new coaches. Retro fitment completed for 1718 Sleeper and 746 General coaches. Implementation on at full swing.

33	34	200 more stations to be included under Adarsh scheme.	Implemented
34	35	Wi-Fi at all Al and A category stations is being provided. Further, as part of Digital India initiative, Wi-Fi will be provided at B category stations as well.	Wi-Fi facility already provided at 11 stations. 100 stations to be covered by December, 2016.
35	36	Online booking of retiring rooms has already been initiated.	Online booking expanded to cover most stations
36	36	The facility of self-operated lockers would also gradually be made available at stations.	Started on five stations.
37	36	It is proposed to provide concierge services through the IRCTC at major stations for the assistance of passengers for their pick up and drop.	Implemented at 22 stations.
38	36	We will also provide a facility for online booking of wheel chair on payment basis for senior citizens, patients and the differently-abled passengers through IRCTC on select stations.	Implemented
39	37	More berths will be made available through increase in number of coaches to meet the growing demand for confirmed seats on the trains.	65000 additional berths by augmenting 884 coaches on permanent basis
40	37	Capacity in identified trains will be augmented to run with 26 coaches from the existing 24 coaches.	5 trains identified for capacity augmentation. Sanction from CRS, Ministry of Civil Aviation, awaited.
41	37	More General class coaches will be added in identified trains to benefit the common man.	390 General unreserved coaches augmented on permanent basis

42	38	It is also proposed to introduce air-conditioned EMU service on the Mumbai suburban sections after comprehensive assessments of ongoing trials.	Service to be launched by 31st March 2016.
43	39	We will replace the present ladders used for climbing upper berths, which are uncomfortable with user friendly ones.	New ladder designed in ICF and would be available in new coaches.
44	39	As a short-term measure however, we propose to increase the quota of lower berths for senior citizens.	Implemented
45	39	TTEs would also be instructed to help senior citizens, pregnant women and differently-abled persons in obtaining lower berths.	Implemented
46	39	Folding ladder would be made available in coaches for easy climbing.	Already made available in 1st AC class.
47	39	The middle bay of coaches will be reserved for women and senior citizens for reasons of safety.	Implemented
48	40	For better customer experience we would focus on superior coach design and interiors.	Model rake rolled out. *Mahamana* Express with modified coaches started.
49	40	We also intend to progressively replace all coaches with LHB designed coaches.	Instructions issued. New facility inaugurated in ICF. 1248 LHB coaches to be turned out in 2015-16
50	41	With a view to providing superior riding experience and about 20% savings in journey time, it is proposed to introduce a very modern train system called train sets. These are similar to bullet trains in design and can run on existing tracks without an	RFQ finalised and bidders shortlisted for submission of financial bids, which are awaited.

		engine to haul them. For the Railways it would imply higher capacity, greater energy savings and increased throughput. We hope that the first set of these trains would be running on our system within the next two years. Based on the experience, train sets will be considered for manufacture in India. It is our endeavour to expand jobs for Indians at every level.	
51	42	Lifts and escalators have been planned at major stations to facilitate easy movement of the elderly and differently-abled passengers.	60 escalators and 25 lifts to be commissioned in 2015-16. Work underway on 40 more escalators.
52	42	All newly manufactured coaches will henceforth be Braille enabled.	Implemented
53	42	The possibility of building wider entrances for the ease of differently-abled passengers.	Implemented
54	44	We propose to create Divisional Committees in each Railway to be chaired by Members of Parliament, which will serve as an important link between Railways and the people of India.	Implemented.
55	46	While the process for development of the already selected stations would continue, for the rest of the stations, we propose to revamp the station redevelopment policy completely and simplify processes for faster redevelopment by inviting open bids from interested parties. The present stations will be available for development on "as is where is" basis, to exploit the space and air rights on concession basis. Land will not be sold. Anyone can participate in this bidding	1. Cabinet approval received. 2. Data uploaded on website. 3. Model concession agreement being drafted. 4. 3 stations being entrusted to NBCC. 5. World Bank contemplating USD 500 million financial investment for station

		with their designs and business ideas by providing the operational requirements of Railways for running trains at these stations. All approved bids will be processed by independent experts and uploaded on the web and integrated with best bidding practices. For quick decision-making, the Zonal and Divisional offices will be empowered. A monitoring cell will be constituted to ensure adherence to timelines. We want our Railway stations to be iconic structures with architecture reflecting the culture and character of the city. We invite the state governments and the local bodies to be our partners in this endeavour.	redevelopment.
56	47	Most of the Railway terminals located in big cities are amidst very congested areas. We propose to develop Satellite Railway terminals in major cities with the twin purpose of decongesting the city as well as providing service to passengers residing in suburbs. The satellite terminals will have modern facilities for originating and terminating trains, which will also briefly stop at the existing major terminals. Ten select stations will be taken up in 2015-16 for this purpose.	Work at 16 stations in 11 cities taken up. Proposals being prepared for 11 more stations.
57	50	Negotiations are on with financial institutions for funding of these projects with Extra budgetary resources	Implemented
58	52	Indian Railways is committed to provide rail connectivity to all the North-Eastern states. I am happy to announce that Meghalaya has been brought on the Railway map of India and direct connectivity to Delhi has been provided to Arunachal Pradesh.	Barak Valley was connected with broad gauge 27.03.2015.

		Further, the Barak Valley will be brought on broad gauge by March this year.	
59	52	The work for connecting the remaining states of this region is progressing well.	Agartala was brought on broad gauge on 13.01.2016. BG connectivity to Mizoram is expected by 31st March 2016.
60	54	Durgawati-Sasaram, a 55 km section of Eastern DFC is proposed to be completed in the current year.	CRS sanction under process, likely commissioning by 31st March 2016.
61	54	Preliminary Engineering cum Traffic Survey (PETS) for four other DFCs is in progress and will be completed this year.	Studies for North-South, East-West and East Coast completed. Study on Southern Corridor is expected to finish by 31st March 2016.
62	56	We propose to set up a PSU- Transport Logistics Corporation of India (TRANSLOC), to develop common user facilities with handling and value-added services to provide end-to-end logistics solution at select Railway terminals through Public Private Partnerships.	Final Cabinet note under submission.
63	57	For the benefit of our farmers, a state of the art Perishable Cargo Centre is under completion at the Azadpur Mandi with a scientific banana-ripening Centre.	Implemented
64	58	To facilitate the rapid development of a network of Private Freight Terminals (PFT), a policy was issued in 2010 and revised in 2012 to invite private investment in this space. Certain issues have emerged which are discouraging	Implemented

		further investments in PFTs. We intend to address these urgently so that the proliferation of these terminals is not hampered.	
65	58	We will, in the next three months, review the Wagon Leasing Scheme, Special Freight Train Operator Scheme, Private Freight Terminal Scheme and Liberalised Wagon Investment Scheme for making them more liberal, broad-based and attractive to our partners from the private sector.	Implemented
66	58	We will also consider new and lighter design of wagons for better fuel efficiency and carrying capacity.	Design finalised. Undergoing oscillation trials. Would be incorporated in IR's fleet in 2016-17.
67	59	In an effort to reduce empty flows of wagons, an Automatic Freight Rebate Scheme for traffic loaded in Traditional Empty Flow Direction has been launched in October 2014 as a pilot project on NF Railway and Southern Railway. We propose to launch the scheme on an all- India basis.	Implemented
68	60	Long haul freight operations, where two or more freight trains are combined into a single train formation, will be used extensively. Towards this end, the construction of long loop lines will be expedited.	Expenditure on long loops increased by 3 times than previous year.
69	60	Further, the pace at which distributed power systems are to be provided on locomotives deployed on long haul trains will be speeded up.	Implemented for new locomotives

70	61	The loading density on all major freight bearing routes of Indian Railways will be upgraded to 22.82 tonne axle loads.	Higher axle load approvals granted for almost 7000 kms in 2015-16.
71	62	Madam, we would continue to pursue with vigour our special projects high speed rail between Mumbai-Ahmedabad. Feasibility study for this is in advance stage and report is expected by mid of this year. Quick and appropriate action will be taken once the report is available with us.	Implemented – New company National High Speed Rail Corporation to be incorporated by 31st March 2016.
72	63	The transformation of Railways offers huge opportunities for Make in India initiative. With increasing capacity, Indian Railways would require more locos, more wagons and more coaches. The 'Big ticket' manufacturing ideas include High Horse Power and green technology locomotives, commodity specific wagons like auto carriers, signalling systems and train protection systems and track laying and track maintenance machines. All this will result in creation of job opportunities.	Implemented. Tenders awarded for 2 Loco factories.
73	64	Functioning of Indian Railways Production Units and Workshops would be reviewed with a view to providing them a cutting edge in the manufacture of their products.	The study for technological up gradation, process improvement, enhancing productivity etc. has been carried out in DLW/Varanasi and in ICF/Chennai. RWF/Bangalore, DMW/Patiala and RCF/Kapurthala are likely to finalize the agency to initiate the productivity improvement study by 31st March, 2016.

74	64	Spare capacity in these units can be used for external customers.	RCF/Kapurthala has secured orders for exporting 120 LHB coaches to Bangladesh Railways and for supplying 90 AC-III tier coaches for Ministry of Defence (MoD) ICF/Chennai has obtained orders from Ministry of Defence for manufacture of 40 AC-II tier and 32 Military Langar coaches. ICF shall also be manufacturing 7 integrated communication coaches and 2 Jet Deflector Crane Cars for DRDO. Orders have also been secured for manufacturing special coaches for Araku Valley and J&K Valley.
75	66	We are preparing a five year corporate safety plan by June 2015 indicating annual quantifiable targets.	Implemented
76	66	We will examine all pending recommendations made by High Level Safety Review Committee headed by Dr. Kakodkar Committee by April 2015.	All 106 recommendations reviewed. Many under implementation.
77	67	A radio based signal design project has been taken up with IIT Kanpur for warnings at unmanned level crossing.	Implemented
78	69	To prevent fire in coaches and also prevent coaches from climbing over each other during accidents, RDSO has been asked to develop new systems.	Implemented
79	69	We also propose to install Train protection warning system and Train collision avoidance system on select routes at the earliest.	TPWS to be commissioned on select route in Southern Railway by 31st March 2016.

80	70	To curb derailments, modern track structure consisting of sleepers and heavier rails are being used while carrying out primary track renewals. Better welding techniques would also be promoted. Further, analogue machines for testing of rails are being replaced with digital type machines, which are more reliable.	Digital USFD machines have been commissioned in 9 zonal railways. The remaining zonal railways will switch over by 31st March 2016.
81	71	We intend to set up an innovation council called 'Kayakalp' for the purpose of business re-engineering and introducing a spirit of innovation in Railways.	Implemented
82	72	We intend to set up a technology portal to invite innovative technological solutions.	A knowledge portal has been developed by NAIR.
83	73	We will set up in 2015-16 four Railway Research Centers in select universities for doing fundamental research.	Implemented.
84	73	GOI has conferred Bharat Ratna on Pandit Madan Mohan Malaviya. To mark the centenary celebrations of Banaras Hindu University, we propose to set up ' Malaviya Chair' for Railway Technology at IIT (BHU), Varanasi. This Chair will help in development of new materials to be used in all assets of Railways.	Implemented
85	74	A consortium of Ministry of Railways, Ministry of Human Resource Development, Ministry of Science and Technology and Industries on an Investment Sharing Model is being set up as part of Technology Mission for Indian Railways to take up identified Railway projects for research.	Implemented

86	75	We will shortly unveil an IT vision for the Railways.	An IT Vision prepared by a committee headed by Shri Som Mittal has been received.
87	75	Customer friendly freight movement initiatives such as introduction of bar coded RFID tracking of parcels and freight wagons, automated parcel warehouses, customer relationship management system, etc., will be undertaken. There will be an integration of train control and asset management applications.	Parcel Management System under implementation wherein bar codes are used at the time of booking parcels. 44 Stations covered. Installation of hardware currently under process at 37 other stations
88	76	IR proposes to move from preventive to predictive maintenance. It is proposed to explore the possibility of completely mechanized integrated track maintenance, which could bring in more efficiency. We intend to bring in state of the art equipment for even routine examination of tracks.	Track Management system implemented
89	77	We will revamp the existing PPP cell in the Ministry to make it more result oriented.	Report from committee received. Under implementation.
90	78	Standardisation of contractual framework that ensures a level playing field, simplification of procedures and consistency of policy will be ensured.	4 Model concession agreements issued.
91	79	We propose to launch "Foreign Rail Technology Cooperation scheme", in order to achieve the higher quality service for our nation.	Final Cabinet Note is under circulation.
92	80	We propose to take up MUTP III for Mumbai.	In principle approval from NITI Aayog.

93	81	We propose to set up joint ventures with States for focused project development, resource mobilization, land acquisition, project implementation and monitoring of critical rail projects.	Cabinet approval received. MoUs with 6 states signed.
94	82	Railways have a big shelf of projects, which require to be executed at a fast pace. The expertise of Railways PSUs will be used by leveraging their balance sheets to expedite the completion of identified projects within specified time lines and to undertake a higher volume of activities.	Implemented
95	83	It is also proposed to set up JVs with our major public sector companies who are our customers for meeting their requirements of new lines.	Implemented. IR has partnered with Coal India, NTPC and NMDC for railway projects.
96	84	We [also] intend simplifying the entire process of construction of private sidings.	New siding policy has been uploaded for stakeholder consultations.
97	86	An exercise in identification of global benchmarks for key operating and maintenance activities is being carried out.	Implemented
98	87	We intend to improve upon the existing appraisal mechanism for the selection of projects and introduce simulation tools for project planning and decision making.	Project appraisal has been fast tracked by forming a dedicated committee in Railway Board. Monitoring Online System (PMOS) is at final stage of development for Udhampur-Srinagar-Baramulla Rail link Project (USBRL)
99	87	It is proposed to introduce the EPC system of contracting all over Indian Railways with a view to timely completion of projects.	Guidelines issued. Tender document template finalised.

100	88	The present system of accounting, to ensure tracking of expenditure to desired outcomes. The data on costing would be available online including costs incurred on constructing, augmenting, maintaining and operating railway lines. This would also help in undertaking post commissioning evaluation studies.	Pilot completed for Ajmer Division in NW Railway.
101	89	We also propose to have the train operations audited with a view to increasing productivity and bringing in transparency.	Preliminary report received. Under implementation.
102	90	We are also proposing to expand paperless working in our material management system. In line with focus on ease of doing business, we will digitally integrate our vendors through Vendor Interface Management System to provide single window interface to vendors.	Implemented
103	93	It is proposed to set up a Financing Cell in the Railway Board, which would seek the benefit of advice from experts in this field.	Implemented
104	94	Railways will create new vehicles to crowd in investment from long term institutional investors and other partners.	Under implementation.
105	95	I wish to state that encroachment on Railway land is a serious issue. To counter this, digitized mapping of land records has been initiated and responsibility will be fixed on officials for any encroachments.	Work in progress. Many records digitised. All land plans with data entry will be completed by 31st March, 2016. 20% of GIS mapping of Railway assets will also be completed
106	96	Madam Speaker, we are drawing up a comprehensive policy to tap the latent advertising potential. The new strategy	RITES entrusted with the task of facilitating selection of Professional Media

		would harness all avenues including offering stations and trains for corporate branding.	Market Evaluation Agency. Agency finalised and study initiated.
107	97	Rail Connectivity to Nargoi.	DPR approved
108	97	Rail Connectivity to Chharra.	DPR awaited from developer.
109	97	Rail Connectivity to Dighi.	SPV formed
110	97	Rail Connectivity to Rewas.	DPR approved
111	97	Rail Connectivity to Tuna.	Tuna port commissioned in July 2015
112	98	We propose to launch projects worth Rs 2500 crore through BOT/Annuity route. These include Wardha-Nagpur 3rd line, Kazipet-Vijaywada 3rd line, Bahdrak-Nargundi 3rd line and Bhuj-Nalia Gauge Conversion.	Consultant has been appointed for Bhadrak-Nargundi. Tenders for appointment of consultant for Nagpur-Wardha 3rd line had to be discharged as no bidder could qualify. This has been re-invited and opened on 03.09.2015. The same is under examination. Tender for financial consultant for Kazipet-Vijaywada has been awarded on 17.11.2015. For Bhuj-Naliya, RITES has selected other stake holders for formation of JV. Revised Bankability Report is to be submitted by RITES. Financial consultancy tenders for Nagpur-Wardha is expected to be finalised by 07.02.2016.

113	99	Scrap disposal policy of the Indian Railways will be reviewed for speedier scrap disposal.	Implemented
114	100	Human Resource Audit would be undertaken.	Deloitte entrusted with work. Report expected by 31st March 2016
115	100	It is also proposed to pursue creation a separate accounting head for HRD and develop ERP based Human Resource Management System.	Implemented.
116	100	As part of the focused Human Resource strategy, measures would be adopted to raise employee productivity in line with global standards.	A Standing Committee has been constituted consisting of EDs to review the yardsticks.
117	101	We intend to start a special training module on soft skills for them so that our customers feel welcomed.	Implemented
118	101	Training in yoga will be imparted to our staff, especially from RPF.	Implemented.
119	102	We are in the process of setting up a full-fledged University.	NAIR in Vadodara identified for upgrading to a university. Report from the consultant received. Cabinet Note under preparation.
120	103	We will take up the work of repair of staff quarters and also of RPF barracks.	32968 quarters identified for repair, out of which 25246 repaired. 278 RPF barracks targeted of which 243 repaired. Target will be achieved by 31st March 2016
121	103	We will also improve the delivery of health services to our employees.	Scheme for cashless medical treatment prepared. Around 500 CGHS hospitals identified for recognition by Railways

122	105	Thrust will also be given for adoption of energy efficient LED luminaries, appliances, etc. as a part of an energy conservation drive.	25239 numbers of LED fittings provided.
123	105	A detailed energy audit will reveal huge potential for energy saving.	70 energy audits carried out.
124	106	Although a bulk consumer, Railways pays extremely high charges for traction power. It is proposed to procure power through the bidding process at economical tariff from generating companies, power exchanges, and bilateral arrangements. This initiative is likely to result in substantial savings of at least Rs. 3,000 crore in next few years.	Implemented
125	107	To reduce dependence on fossil fuels, it is intended to expand sourcing of Solar Power as part of the Solar Mission of Railways. Work is in full swing at the solar power plant at Katra station and is slated for completion in March 2015.	Solar Power Plant at Katra commissioned.
126	107	Further, 1000 MW solar plants will be set up by the developers on Railway / private land and on rooftop of Railway buildings at their own cost with subsidy/viability gap funding support of Ministry of Non-Renewable Energy in next five years.	Orders for about 6.5mw issued. Policy guidelines and tender documents for 50MW solar plants at rooftop issued. Obtained 30% VGF for 100 MW. Commissioned 25 MW wind mill power plant at Jaisalmer.
127	108	We have launched a mission for water conservation. Water recycling plants will be set up at major water consumption centres after conducting water audit. Expansion of water harvesting systems will also continue.	32 stations identified, 24 sanctioned and work in progress at 2 stations

128	109	All our workshops are in the process of getting accredited for environment management. This will be extended to the loco-sheds, and major coaching and wagon maintenance depots.	Process underway. Completed for 1st Phase of workshops, sheds and depots.
129	110	It is proposed to convert DEMUs to dual fuel.	11 DPCs converted. 3 more to be converted in this financial year.
130	111	We are making efforts to bring noise levels of locos at par with international norms.	All new HHP three-phase locos being manufactured by CLW are having noise level at par with international level. Regarding diesel locos, work in progress. Supply and fitment of first set expected to be finished by January 2016 and of another 2 by March 2016.
131	111	We will demonstrate our sensitivity to the wildlife by factoring in concerns related to their environment.	Action initiated to minimise death of elephants on tracks.
132	113	As the Hon'ble Members of the House are aware, Indian Railways recruits various categories of employees through its 21 recruitment boards. As a major transparency initiative, the system of on-line applications has been introduced for two categories as a pilot project. It is proposed to extend this further to include all future recruitments.	Implemented
133	115	In order to provide a thrust to transparency, e-procurement value chain is being expanded to cover all Divisions, Depots and Workshops.	Implemented

134	116	It is proposed to set up a mechanism, which will be entrusted with making regulations, setting performance standards and determining tariffs. It will also adjudicate on disputes among licenses/private partners and the Ministry, subject to review in appeal.	Concept note on Rail Development Authority uploaded for public comments.
135	117	Even as we pursue this transformation agenda, Indian Railways will continue to honour its wider obligations to the nation. With this in mind and in keeping with our Government's high priority on skill development, Indian Railways, with its vast spread, will contribute by making available its infrastructure like stations and training centres for skill development. Indian Railways has a huge talent of skilled personnel and their services are also available for this national cause.	Implemented. MOU signed with Ministry of Skill Development and Entrepreneurship in July 2015. 53 locations identified.
136	118	To encourage self-employment, we will promote products made by Self Help Groups, consisting mainly of women and youth. Konkan Railway (KR) has already launched this programme in three states during the past three months. KR expects to generate employment for approximately 50,000 persons from this scheme in the next few years.	Implemented
137	119	We have successfully experimented on Konkan Railway tourism promotion through training of auto-rickshaw and taxi operators as tourist guides since	Training of more than 1000 personnel completed.

		they are the first point of contact for our passengers. We intend replicating this at major tourist stations.	
138	121	Gandhi circuit to attract tourists to mark this occasion.	Implemented. Special tourist trains on different Gandhi circuits have been run from Madurai on 29.09.2015 and Jabalpur on 02.10.2015
139	121	To help farmers to learn about new farming and marketing techniques, IRCTC will work on KisanYatra, a special travel scheme.	Implemented. A Kisan Yatra special train has been run from Madurai to Bhopal on 23.09.2015. Eight Kisan Yatra special coaches have also been run from different parts of Karnataka to Bhopal.

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